

**Subject:** **HSCP Challenge Fund Update**

**Purpose:** To inform Integration Joint Board (IJB) of the progress and success of Phase 1 of the Challenge Fund

**Recommendation:** Integration Joint Board to note progress of the Challenge Fund

### Glossary of Terms

NHS AA	NHS Ayrshire and Arran
IJB	Integration Joint Board
HSCP	Health and Social Care Partnership

<b>1.</b>	<b>EXECUTIVE SUMMARY</b>
1.1	North Ayrshire Council, during the 2017/18 budget setting process, approved the development of an innovative approach for the Health and Social Care Partnership (HSCP) to implement a 'Challenge Fund'. This is an 'invest to change' programme which is an innovative approach in Scotland and has attracted attention of Scottish Government
1.2	North Ayrshire Council provided £2.6m and the HSCP an additional £1.4million, to allow services to make investments which deliver change and sustain services from the savings generated.
1.3	The Challenge Fund created an opportunity for services, using a change approach, to realise both the required North Ayrshire Council savings target and additional savings which could be re-invested in their newly designed service moving forward to allow sustainability. The original expected level of savings to be achieved was £6.416million (gross) and of this £1.746million NHS element. The revised savings are now £2.78million (See Appendix 1 and 2).
1.4	The Challenge fund was subsequently split into three phases, with Phase 1 being £2m investment, Phase 2 being £0.6m investment and Phase 3 being £1.4m investment. Phase 1 is now being delivered from 2017/18 to 2019/20, Phase 2 projects are still being finalised for approval and Phase 3 monies were re-directed on a one-off basis to Care at Home and Learning Disability care packages in 2017/18. (See Appendix 3)

<b>2.</b>	<b>BACKGROUND</b>
2.1	The Challenge Fund created an opportunity for services, using a change approach, to realise both the required North Ayrshire Council savings target and additional savings which could be re-invested in their newly designed service moving forward to allow sustainability. The original expected level of savings to be achieved was £6.416million (gross) and of this £1.746million NHS element (See Appendix 1 and 2)
2.2	The Partnership Senior Management Team focussed on the key priorities identified within the Strategic Plan. The Heads of Service worked with their directorate teams to identify both directorate and system wide opportunities for change. The initial range of projects identified are shown in Image1 below:

**Image 1: Strategic Priority Areas for Challenge Fund**

<b>£4.0m Health &amp; Social Challenge Fund</b>	
<b>Tackling Inequalities</b>	<ul style="list-style-type: none"> <li>• Review Physical Disabilities case load &amp; packages</li> <li>• School based approach to reduce looked after &amp; accommodated children and reduction in need for residential schools</li> <li>• Review of threshold criteria</li> <li>• Review of Charging Policy</li> </ul>
<b>Prevention &amp; Early Intervention</b>	<ul style="list-style-type: none"> <li>• Equipment &amp; Adaptations waiting list</li> <li>• Pilot step up step down beds</li> <li>• Develop Reablement &amp; Assessment</li> <li>• Capacity- Care at intervention Universal Early Years</li> <li>• Pilot sickness absence Task Force</li> </ul>
<b>Bringing services together</b>	<ul style="list-style-type: none"> <li>• Mainstream /Roll Out Rapid Response Service in Irvine , Three Towns and Garnock Valley</li> <li>• Pilot new approach to Sleepover Provision with LD</li> <li>• Transfer of Community Alarm , &amp; call handling to another provider</li> <li>• Leadership Secondment – LD Strategy</li> <li>• Expansion of MAASH additional Social Worker – Adult Concern Referrals</li> </ul>
<b>Mental health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Pilot See &amp; Treat programme</li> <li>• Pilot MDT &amp; introduction of Mental Health &amp; Wellbeing Workers around GPs</li> <li>• Development of Families First approach within Mental Health</li> </ul>

2.3	The Challenge Fund reports are presented to the HSCP Change Programme Board, the Council's Transformational Change Board and forms part of the financial update to the HSCP Integration Joint Board.
2.4	Given the scale of the work proposed, the Challenge Fund was split in to three phases.
2.5	<p>Phase 1 approved projects received a total of £1.980million investment to release £2.994million of savings, this was subsequently revised to £2.78million of savings to be made over three years of 2017/8 to 2019/20 (See Appendix 3 to 6).</p> <p>The progress is noted below and has delivered mixed levels of success:</p>

	<ul style="list-style-type: none"> <li>• <b>Review Physical Disabilities Caseload</b> – The £53,372 investment provides additional staff hours to review Physical disabilities cases. The annual savings target is £200,000, with a total of 121 cases out of 159 having been assessed. To date this review has generated annual reductions in existing care package costs of £90,314 and is forecast to save a total of £117,000 by the end of March 2018.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Pilot a New Approach Sleepover Provision within Learning Disability</b> – An investment of £45,000 was available to support the testing and procurement of a new model of overnight support to a number of service users with a targeted annual saving of £250,000. Successful cluster pilots and use of assistive ‘canary’ technology solutions in three tenancies to gather information has generated savings of £51,000 to date and a year-end saving of £92,992 is expected for the pilot group. As a result of the successful testing a review of all sleepovers is to commence. Further roll out and hence savings cannot be made until a cost effective responder service is put in place. Work is currently underway to explore the options available.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Investment in Universal Early Years</b> – an investment of £158,000 is being made to generate savings of £350,000 due to a reduction in the number of children 0-5 years subject to Supervision Orders, Child Protection processes and reduction in the number requiring to be Looked After and Accommodated. Universal Early Years Teams have added posts of a perinatal mental health nurse, Family Nurturers and Speech and Language Therapist support. Due to the nature of this project a longer payback period is involved with savings targeted as £100,000 in 2018/19 and £250,000 in 2019/20.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>School Based Approach</b> An investment of £154,904 has been made and this is expected to generate an annual saving of £351,000. This money has been used, alongside Educational Attainment funds to create a multi-disciplinary team around Greenwood Academy and Elderbank Primary schools. Previous research highlighted that both these schools have generated high numbers of young people requiring to be accommodated at a cost of £750,000 per year. The work of the new team will focus on earlier identification and support to reduce these numbers, improving children’s outcomes and reducing costs.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Reduction in need for Residential School Placements</b> Whilst the number of children in residential school and secure care placements in North Ayrshire has been on a downwards trajectory and compares favourably with areas of similar size and deprivation levels, analysis of the current cohort of young people in residential school and secure care settings suggests that 9 young people could be cared for in a different way with some focused work. The investment of £341,588 has allowed us to establish a team to work with these young people in particular and should generate savings of £435,000. The savings to date total £106,632.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Equipment and adaptations</b> – The investment of £250,000 has been allocated to clear the waiting list of 470 people for minor aids and adaptations which will happen by the end of 2017/18. No savings were required from this project.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Expansion of Multi Agency Assessment and Screening Hub (MAASH)</b> to provide a reduction of 50% of adult protection and adult concern referrals by placing social work staff in the Kilmarnock Police Office to support the MAASH. This investment of £45,000 will provide savings of £74,000 from reduced resourcing of the adult services area.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Pilot Sickness Absence Taskforce</b> –This work is to enable an improvement in attendance and the £150,000 investment has been used to secure additional physiotherapy and counselling sessions. This aims to speed up access to these supports, avoiding staff from taking sick leave or assisting staff back to work. Secondment into a “Maximising Attendance” post, to assist managers in timely application of the procedures, is now in process. A Sickness Absence Performance Monitoring and Improvement Group has been established. This work is planned to generate £100,000 savings in 2018/19 and £200,000 in 2019/20, some of which will be NHS savings as well as North Ayrshire Council savings.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Reablement and Assessment Capacity</b> – This is designed to increase our existing reablement capacity within Care at Home by appointing three additional Occupational Therapists. These staff take up post in November 2017. This model will release £228,000 savings mostly in 2018/19 and 2019/20 as a result of care packages being reduced by maximising service user independence.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Step-up/Step-down Beds</b> – A number of care home beds were purchased using the investment cost of £341,000 until 31 March 2018. However these beds did not deliver the levels of turn-over expected to allow hospital discharge for assessment and hence did not deliver the returns expected so this model is to cease.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Leadership Secondment to Implement Learning Disabilities Strategy</b> was advertised twice and a recruitment agency approach also proved unsuccessful. The £30,000 investment monies were used to commission the development of a learning disabilities, mental health and physical disabilities services commissioning plan for the period 2018 to 2021. This is one of the first actions embedded in the learning disabilities strategic plan to enable the 'why, what, how and when' the service should design, purchase and deliver services over the period of the strategy. Discussions are still ongoing to ensure the right external expertise can be brought in to assist and drive this project forward to achieve a payback on the any further investment in 2018/19 and 2019/20. Savings targets of £256,000 in 2018/19 and £150,000 in 2019/20 have been set to be achieved.</li> </ul>
2.6	<p><b>Lessons learned:-</b></p> <ul style="list-style-type: none"> <li>• New money can be hard to spend quickly. Teams need to have time to plan the projects including the costs, savings, timescale, outcomes and monitoring. The HSCP teams had a limited time to come up with projects.</li> <li>• Several projects are delivering positively. These are generally the projects that had been built on a stronger evidence base and given appropriate focus, resourcing and governance.</li> <li>• Focus was primarily put on one year timeframes, however not all savings are always able to be delivered within one year as the transformative nature of some of the work may take time to realise cash-releasing savings.</li> <li>• Not all projects will necessarily make savings - some investment will change how we deliver services, help stem future demand and improve quality of service. This will require to be demonstrated by the improvement of agreed non-financial metrics and key performance indicators (KPI's).</li> <li>• Clear governance and control is required for each project with a designated 'responsible person' to drive it forward, monitor progress and ensure deliverables are achieved.</li> <li>• The HSCP has a significant challenge in respect of this Challenge fund, there are projects from the Change fund and budget savings sitting alongside it. A clear</li> </ul>

	<p>framework requires to be developed to ensure appropriate oversight of all elements.</p> <ul style="list-style-type: none"> <li>• Senior team need to create capacity in their roles to ensure clarity of purpose and direction for the initiatives, as well as the specificity of impact and outcome.</li> </ul>
<b>3.</b>	<b>PROPOSALS</b>
3.1	The Integration Joint Board (IJB) is asked to note the progress of the Challenge Fund Phase 1 Projects to date.
3.2	IJB is also asked to note that work is still ongoing within the Partnership to finalise proposals for Phase 2 funding that remains within the Challenge Fund pot (£657,000).
3.3	Part of the delay around this has been ensuring that we can learn from the development and implementation of the Phase 1 projects. Whilst a number of the projects in Phase 1 are on track and beginning to deliver some of the transformation and savings anticipated, a number of them have not happened in the timelines planned or realised the amounts envisaged. Others have been largely unsuccessful, for example the Step-up/Step-down Pilot. As such, the Partnership Senior Management Team want to robustly test the practice and financial assumptions behind future projects prior to bringing them forward.
3.4	IJB is asked to note that prior to the establishment of any further challenge fund it is essential for the HSCP to develop a robust framework to deliver Phase 1 of the current challenge fund, develop Phase 2 of the current challenge fund and deliver proposed savings for 2018/19 to 2020/21.
	<b><u>Anticipated Outcomes</u></b>
3.5	<p>There are a number of outcomes in relation to the Challenge Fund anticipated:-</p> <ul style="list-style-type: none"> <li>• Summary update of current status of each project</li> <li>• Key themes that initial investment has had to be made for a number of projects mostly by way of mobilising teams, which will then have impact in realising savings in the medium term.</li> <li>• The progress made in 2017/18 will not have been as successful as had been planned, although some projects will see savings made.</li> <li>• Lessons will have been learned in relation to the performance of the Challenge fund for future reference and use.</li> <li>• Future development and delivery of the Challenge fund will be planned more effectively to ensure realistic and achievable progress can be made to deliver on time, within budget and to the targeted level of savings or income agreed.</li> </ul>
	<b><u>Measuring Impact</u></b>
3.6	<ul style="list-style-type: none"> <li>• The Change and Project management team have agreed measurement criteria from the outset of the project and measure and report against this including RAG status, with all savings being tracked and verified by the Finance team.</li> <li>• Regular monitoring and progress will be undertaken and reported to the Challenge Fund Monitoring Group on a monthly basis.</li> <li>• Updates shall also be taken to the Council Transformation Board on a monthly basis.</li> <li>• Any projects delivering adversely versus the agreed impact will be highlighted at the earliest opportunity and have corrective action agreed accordingly.</li> </ul>

<b>4.</b>	<b>IMPLICATIONS</b>
<b>Financial:</b>	<p>The Challenge Fund uses a 'Spend to Change' approach. This approach requires to be carefully managed within an already complex financial environment of NAC and NHS core budgets, savings plans and time limited Transformational Change Funds e.g. NHS Primary Care Transformational Change and Integrated Care Fund.</p> <p>Appendix 1 shows the original Challenge Fund Phase 1  Appendix 2 shows the original Challenge Fund Phase 2 &amp; 3  Appendix 3 shows the Revised Challenge Fund Phase 1,2 &amp; 3  Appendix 4 shows the 2017/18 projected position  Appendix 5 shows the 2018/19 projected position  Appendix 6 shows the 2019/20 projected position</p>
<b>Human Resources:</b>	Appropriate Change Team resource required to be allocated to support project managers to enable, evaluate and monitor this work. All staff recruited to the 'Invest to Change' process have joined on a temporary basis.
<b>Legal:</b>	None
<b>Equality:</b>	The Challenge Fund supports delivery of the HSCP Strategic Plan Priorities which include support to people with learning disabilities and vulnerable children.
<b>Children and Young People</b>	The Challenge Fund supports delivery of the HSCP Strategic Plan Priorities which include support to people with learning disabilities and vulnerable children.
<b>Environmental &amp; Sustainability:</b>	The Challenge Fund supports the sustainability of effective service models by allowing re-investment in these approaches after the savings targets have been generated.
<b>Key Priorities:</b>	The Challenge Fund supports delivery of the HSCP Strategic Plan Priorities.
<b>Risk Implications:</b>	The Challenge Fund is a key enabler for the IJB to deliver its services within its financial envelope, failure to deliver as planned could impact that delivery and potentially contribute towards the IJB spending in excess of its budget.
<b>Community Benefits:</b>	None

<b>Direction Required to Council, Health Board or Both</b>	<b>Direction to :-</b>	
	1. No Direction Required	√
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

<b>5.</b>	<b>CONSULTATION</b>
5.1	The HSCP Director meets with all Heads of Service, Senior Managers and Project managers bi-monthly to monitor and evaluate progress towards both financial saving, re-investment targets and delivery of agreed outcomes.
<b>6.</b>	<b>CONCLUSION</b>
6.1	Integration Joint Board are asked to note the progress on the Challenge Fund to date.

For more information please contact Shahid Hanif, Interim Head of Finance on 01294 324954 or [shahidhanif@north-ayrshire.gcsx.gov.uk](mailto:shahidhanif@north-ayrshire.gcsx.gov.uk)

## APPENDIX 1 – ORIGINAL CHALLENGE FUND PHASE 1 (£1.981m investment and £2.994m gross savings)

### Phase 1

Reference Number	Summary Description of Proposal	Investment Approved in March 2017	Investment May update	Movement	Savings Identified in March 2017	Saving May Update	Movement
CF6	Review Physical Disabilities Caseload - review every package of care currently offered	70,000	53,372	- 16,628	200,000	200,000	-
CF7	Investment in Universal Early Years	158,000	158,000	- 0	350,000	350,000	-
CF8	School-based Approach to Reducing Looked After (LAC)/Looked After and Accommodated Numbers(LAAC)	120,000	154,904	34,904	351,000	351,000	-
CF9	Reduction in Needs for Residential School placements enhancing our community supports with a new team.	258,000	321,686	63,686	435,000	435,000	-
CF10	Equipment and Adaptations	250,000	250,000	-	-	-	-
CF 11	Pilot Step Up/Step Down Beds in Care Home Setting	303,000	341,588	38,588	600,000	600,000	-
CF 12	Develop Reablement and Assessment Capacity within Care at Home	187,000	189,486	2,486	228,000	228,000	-
CF13	Pilot Sickness Absence Taskforce within the HSCP	150,000	150,000	0	100,000	100,000	-
CF16	Pilot a New Approach to Sleepover Provision within Learning Disabilities	45,000	45,000	-	250,000	250,000	-
CF17	Expansion of the Multi Agency Assessment and Screening Hub (MAASH )	43,000	45,571	2,571	74,000	74,000	-
CF18	Leadership Secondment to Implement Learning Disability Strategy and new Pan Ayrshire approach	60,000	60,000	-	406,000	406,000	-
CF22	HR and Support to all projects	-	211,128	211,128	-	-	-
		<b>1,644,000</b>	<b>1,980,734</b>	<b>336,734</b>	<b>2,994,000</b>	<b>2,994,000</b>	<b>-</b>



## APPENDIX 2 – ORIGINAL CHALLENGE FUND PHASE 2 & 3 - (£2.267m investment and £4.024m gross savings)

### Phase Two

			Investment			Savings		
			Investment Approved in March 2017	Revised Investment	Movement	Savings Identified in March 2017	Revised Saving	Movement
CF1	David Rowland and Thelma Bowers (lead HoS TBC)	Right Intervention at the Right Time (a Review of Thresholds/Criteria Across Mental Health and Community Care)	130,000	212,237	82,237	500,000	500,000	-
CF2	All	Reduction of Bureaucracy	200,000	178,577	(21,423)	-	-	-
CF3	David Rowland	Undertake a Review and Development of a Charging Policy across the HSCP Interface with SDS	80,000	75,041	(4,959)	100,000	100,000	-
CF4	David Rowland	Roll Out of Self Directed Support in Health and Community Care and Mental Health	130,000	67,240	(62,760)	300,000	300,000	-
CF5	David Rowland	Families as a first responder to community alarms Link to SDS approach for capacity building with families and staff in new approach	140,000	140,170	170	62,000	62,000	-
CF8	Donna McKee	School-based Approach to Reducing Looked After (LAC)/Looked After and Accommodated Numbers(LAAC)	120,000	160,079	40,079	351,000	351,000	-
CF14	David Rowland	Mainstream Rapid Response Service in Irvine and Rollout to Three Towns and Garnock Valley	200,000	199,750	(250)	2,662,000	1,745,500	(916,500)
CF15	David Rowland	Creating a Joint Community Alarm Call Handling Hub	200,000	201,839	1,839	178,000	178,000	-
CF16	Thelma Bowers	Pilot a New Approach to Sleepover Provision within Learning Disabilities	45,000	45,000	0	250,000	250,000	-
CF19a	Thelma Bowers	a) Organisational Development Support to take forward the work identified through an independent review of the service	50,000	81,660	31,660	-	-	-
CF19b	David Rowland	b) LOTS workers (formerly ICF funded)	71,000	100,605	29,605	-	-	-
CF19c	David Rowland	c) MDTs around GPs (Three towns)	100,000	100,000	-	-	-	-
CF19d	Thelma Bowers	d) Primary Care Mental Health Co-ordinators (PCMHC)	155,000	138,761	(16,239)	-	-	-
CF20	David Rowland	Pilot a See and Treat Centre	300,000	321,146	21,146	175,000	175,000	-
CF21a	David Rowland	a) Befriending service within community care - agreed that this would form a joint piece of work for Neighbourhood networks with mental health. £0.080+0.135=£0.215M	80,000	80,000	-	62,000	62,000	-
CF21b	Thelma Bowers	b) Recovery College North Ayrshire	30,000	30,000	-	-	-	-
CF21c	Thelma Bowers	c) MH Circles of Support and Befriending	145,000	135,000	(10,000)	300,000	300,000	-
			<b>2,176,000</b>	<b>2,267,105</b>	<b>91,105</b>	<b>4,940,000</b>	<b>4,023,500</b>	<b>(916,500)</b>
			<b>3,655,000</b>	<b>4,056,376</b>	<b>401,376</b>	<b>7,333,000</b>	<b>6,416,500</b>	<b>(916,500)</b>



### APPENDIX 3: REVISED CHALLENGE FUND – OVERALL FINANCIAL SUMMARY

CHALLENGE FUND - TOTAL							
Project	Project Name	Agreed Challenge Fund Invest	Total Original Savings Agreed	Total Revised Savings Agreed	Saving to be reinvested	Agreed Annual Net Saving (unphased Year 1)	Comment
CF6	Review PD care packages	£53,372	£200,000	£200,000	0	£146,628	Not a recurring project - will be embedded in practice
CF7	Universal Early Years	£158,000	£350,000	£350,000	£158,000	£192,000	
CF8	Reduce LAC and LAAC	£154,904	£351,000	£351,000	£154,904	£196,096	
CF9	Reduce use of Residential Schoo	£321,686	£435,000	£871,000	£321,686	£113,314	
CF11	Step Up / Step Down Beds	£341,588	£600,000	£0	£0	£258,412	Not a recurring project
CF12	Reablement for Care at Home	£189,486	£228,000	£228,000	£189,486	£38,514	
CF13	Sickness Absence Task Force	£150,000	£100,000	£300,000	£150,000	-£50,000	
CF18	LD Sleepover service	£45,000	£250,000	£0	£0	£205,000	No recurring funding or saving assumed until the business case for the responder service is revisited
CF17	Expansion of MAASH	£45,571	£74,000	£74,000	£45,571	£28,429	
CF18	LD Strategy	£60,000	£406,000	£406,000	£60,000	£346,000	
	<b>Sub Total</b>	<b>£1,519,606</b>	<b>£2,994,000</b>	<b>£2,780,000</b>	<b>£1,079,647</b>	<b>£1,474,394</b>	
CF10	Equipment and Adaptations	£250,000	£0	£0	£0	-£250,000	Not a recurring project
CF22	HR support	£211,128	£0	£0	£162,985	-£211,128	Reduced resourcing going inot 2018/19
	<b>PHASE 1 - TOTAL</b>	<b>£1,980,734</b>	<b>£2,994,000</b>	<b>£2,780,000</b>	<b>£1,242,632</b>	<b>£1,013,266</b>	

**PHASE 2**                      **£600,000**    Phase 2 is currently being reviewed to bring forward projects for approval

**PHASE 3**                      **£1,400,000**    Phase 3 was re-directed on a one-off basis to Care at Home and Learning Disability care packages in 2017/18

**TOTAL FUND**                      **£3,980,734**    Challenge fund original total of £4m investment

## APPENDIX 4: CHALLENGE FUND PHASE 1 – 2017/18 DELIVERY

CHALLENGE FUND PHASE 1 - 2017/18									
Project	Project Name	2017/18 Budgeted Spend	2017/18 Budgeted Saving	2017/18 Budgeted Net Saving	Projected Actual Spend	Projected Actual Saving	Projected Actual Net Saving	Variance from Projected Net Saving	Comment
CF6	Review PD care packages	£26,686	£117,000	£90,314	£26,686	£117,000	£90,314	£0	Reviewed 121 of 159 packages to date.
CF7	Universal Early Years	£52,667	£200,000	£147,333	£52,667	£106,632	£53,965	-£93,368	39 families being supported by combination of Family Nurturers, Speech & Language Therapists & Mental Health Nurse (Perinatal) – Scope extended to Midwives and GPs in Kilwinning Locality reducing number of children needing formal measures put in place (eg. Child protection & supervision orders, etc). Savings will come in 18/19 and 19/20
CF8	Reduce LAC and LAAC	£94,234		-£94,234	£94,234		-£94,234	£0	Initial spend incurred on building a multi-disciplinary team in 17/18 to work with families & pupils from Greenwood and Elderbank Academy to prevent future years accommodating costs, hence savings in 18/19 & 19/20
CF9	Reduce use of Residential School	£195,692		-£195,692	£195,692		-£195,692	£0	Working with 9 children in residential & secure schools who could be cared for in other ways, hence savings £106k to date and more in future years doing similar work
CF11	Step Up / Step Down Beds	£341,588	£600,000	-£241,588	£341,588	£0	-£341,588	-£600,000	Commissioned bed model ceased on the 31st March 2018. Money spent on extra beds to prevent delayed discharge from Crosshouse hospital, however patients put in the beds were effectively overflow from the hospital & not assessment patients, hence blocked the beds and savings not realised
CF12	Reablement for Care at Home	£47,371	£95,000	£47,629	£47,371	£47,629	£258	-£47,371	Commenced in November 2017 with 3 new Occupational Therapists to maximise service user independence, hence savings in future years on care costs.
CF13	Sickness Absence Task Force	£25,000	£50,000	£25,000	£25,000	£0	-£25,000	-£50,000	Additional Physiotherapy & Counselling sessions acquired since November 2017 which have initial cost in 17/18 however will realise staff Absence savings in future years.
CF18	LD Sleepover service	£22,500	£150,000	£127,500	£22,500	£0	-£22,500	-£150,000	Money has been spent on a 'Canary' Hardware system to replace carers for sleepovers and resulted in £90k of savings, however as the budget was already reduced for 17/18 to reflect this savings challenge then zero saving are shown here. A business case for further rollout including a responder service is being scoped out and may become a future project
CF17	Expansion of MAASH	£11,393	£30,000	£18,607	£11,393	£0	-£11,393	-£30,000	A Social Worker post within Kilmarnock Police station commenced 15th January 2018 hence this cost in 17/18. Aim to reduce 50% adult protection & concern referrals, hence savings realised in 18/19 & 19/20
CF18	LD Strategy	£30,000	£0	-£30,000	£30,000	£0	-£30,000	£0	£30,000 investment monies were used to commission the development of a system wide Learning disability and Primary Care Mental Health commissioning strategy. This will underpin savings to be realised in 18/19 & 19/20 before any further monies are invested
	<b>Sub Total</b>	<b>£847,130</b>	<b>£1,242,000</b>	<b>-£105,130</b>	<b>£847,130</b>	<b>£271,261</b>	<b>-£575,869</b>	<b>-£970,739</b>	
CF10	Equipment and Adaptations	£250,000	£0	-£250,000	£250,000	£0	-£250,000	£0	£75k spent since Dec 17 only, due to some delays in procurement process, plan to clear the 470 people on waiting list for minor aids and adaptations in 17/18, no savings were to be realised from this project. Non recurring costs
CF22	HR support	£129,635	£0	-£129,635	£129,635	£0	-£129,635	£0	For HR & Data Analysis Posts to create capacity & added resource to support the projects.
	<b>TOTAL</b>	<b>£1,226,765</b>	<b>£1,242,000</b>	<b>-£484,765</b>	<b>£1,226,765</b>	<b>£271,261</b>	<b>-£955,504</b>	<b>-£970,739</b>	

**NOTE: None of the savings to be achieved in 2017/18 have been adjusted for in the 2018/19 Budget, hence they will be recognised as savings in 2018/19**

## APPENDIX 5: CHALLENGE FUND PHASE 1 – 2018/19 DELIVERY

CHALLENGE FUND PHASE 1 - 2018/19								
Project	Project Name	2018/19 Projected Challenge Fund Spend	2018/19 Projected Spend funded by savings	2018/19 Total projected spend	2018/19 Projected Gross Saving	2018/19 Projected Net Saving	2018/19 Projected Net Saving Realised	Comment
CF6	Review PD care packages	£26,686	£0	£26,686	£200,000	£173,314	£200,000	This is a continuation of 2017/18 work to maintain PD care package reviews being undertaken
CF7	Universal Early Years	£105,333	£52,667	£158,000	£100,000	-£58,000	£47,333	After the initial set up of teams in 17/18 & work being underway, start to realise savings in reduced and alternative facilitation for Social services for children and Accommodation
CF8	Reduce LAC and LAAC	£60,671	£94,234	£154,904	£200,000	£45,096	£105,766	
CF9	Reduce use of Residential School	£125,994	£195,692	£321,686	£536,000	£214,314	£340,308	
CF12	Reablement for Care at Home	£142,114	£47,371	£189,486	£228,000	£38,514	£180,629	Work of the 3 new Occupational Therapists starts to realise savings through lesser need for social care services in current year but more importantly to reduce future years demands. This pays back in 18/19 with a net saving of £180k however there is a cost of £142k in 2019/20 to continue reducing future demand. Net saving across the two years is £38k
CF13	Sickness Absence Task Force	£125,000	£25,000	£150,000	£100,000	-£50,000	£75,000	Additional Physiotherapy & Counselling sessions since November 2017 to be realising staff Absence savings
CF18	LD Sleepover service	£22,500	£0	£22,500	£0	-£22,500	£0	This is the cost of further roll out of Canary monitoring system to assess more suitable people to replace physical sleepover requirements. Possible further benefits can only then be assessed along with the need for a responder service - hence no savings in at this stage.
CF17	Expansion of MAASH	£34,178	£11,393	£45,571	£37,000	-£8,571	£25,607	The Social Worker post within Kilmarnock Police station commenced 15th January 2018 start to reduce 50% adult protection & concern referrals, hence savings to be realised
CF18	LD Strategy	£30,000	£30,000	£60,000	£256,000	£196,000	£226,000	£30,000 investment monies were used in 2017/18 to commission the development of a system wide Learning disability and Primary Care Mental Health commissioning strategy. This further spend of £60k will underpin savings to be realised in 18/19 & 19/20 for which plans are being progressed. No investment will be made until these are finalised and approved
	<b>Sub Total</b>	<b>£672,476</b>	<b>£456,356</b>	<b>£1,128,833</b>	<b>£1,657,000</b>	<b>£528,167</b>	<b>£1,200,644</b>	
CF22	HR support	£81,492	£81,492	£162,985	£0	-£162,985	-£81,492	For HR & Data Analysis Posts to create capacity & added resource to support the projects. This will be funded from surplus savings from other projects
	<b>TOTAL</b>	<b>£753,969</b>	<b>£537,849</b>	<b>£1,291,817</b>	<b>£1,657,000</b>	<b>£365,183</b>	<b>£1,119,151</b>	

NOTE: None of the savings to be achieved in 2017/18 have been adjusted for in the 2018/19 Budget, hence they will be recognised as savings in 2018/19

## APPENDIX 6: CHALLENGE FUND PHASE 1 – 2019/20 DELIVERY

CHALLENGE FUND PHASE 1 - 2019/20							
Project	Project Name	2019/20 Projected Challenge Fund Spend	2019/20 Projected Spend funded by savings	2019/20 Total projected spend	2019/20 Projected Gross Saving	2019/20 Net Saving Realised	Comment
CF6	Review PD care packages	£0	£0	£0	£0	£0	No further savings noted at this stage, further work will be done on direction taken
CF7	Universal Early Years	£0	£105,333	£105,333	£250,000	£144,667	This is continuation of the projects from 2018/19 which will be fully self funding in 19/20 by the savings being generated and will not require challenge fund monies to continue
CF8	Reduce LAC and LAAC	£0	£60,671	£60,671	£151,000	£90,329	
CF9	Reduce use of Residential Schoo	£0	£125,994	£125,994	£335,000	£209,006	
CF12	Reablement for Care at Home	£0	£142,114	£142,114	£0	-£142,114	This will be funded from surplus savings from other projects if proving successful as it will reduce future demand on the services and save costs in future years
CF13	Sickness Absence Task Force	£0	£125,000	£125,000	£200,000	£75,000	This is continuation of the projects from 2018/19 which will be fully self funding in 19/20 by the savings being generated and will not require challenge fund monies to continue
CF17	Expansion of MAASH	£0	£34,178	£34,178	£37,000	£2,822	
CF18	LD Strategy	£0	£30,000	£30,000	£150,000	£120,000	
	<b>Sub Total</b>	<b>£0</b>	<b>£623,290</b>	<b>£623,290</b>	<b>£1,123,000</b>	<b>£499,710</b>	
CF22	HR support	£0	£81,492	£81,492	£0	-£81,492	For HR & Data Analysis Posts to create capacity & added resource to support the projects. This will be funded from surplus savings from other projects
	<b>TOTAL</b>	<b>£0</b>	<b>£704,783</b>	<b>£704,783</b>	<b>£1,123,000</b>	<b>£418,217</b>	